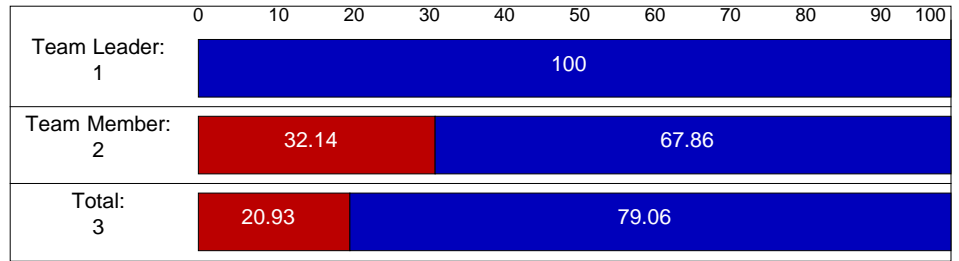


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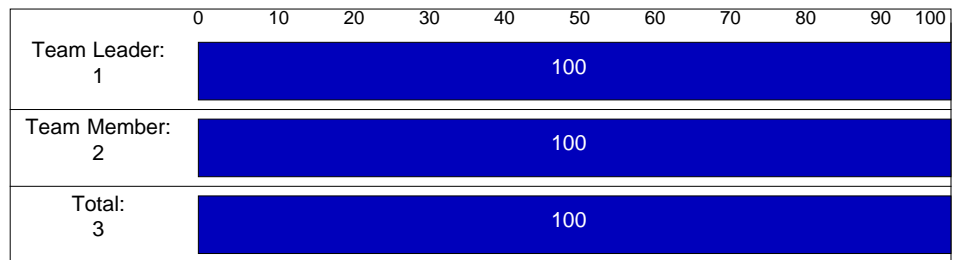
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Date: 7/26/2007

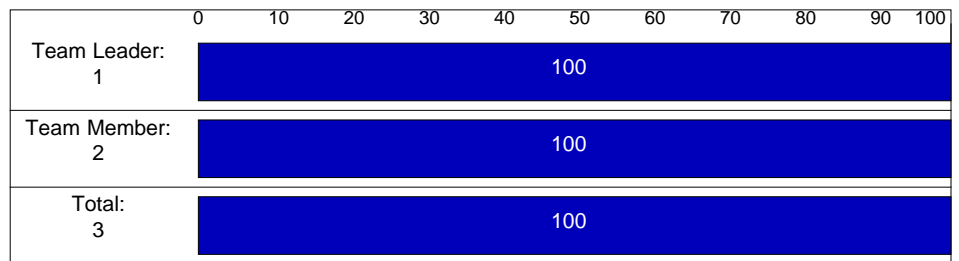
### Processes



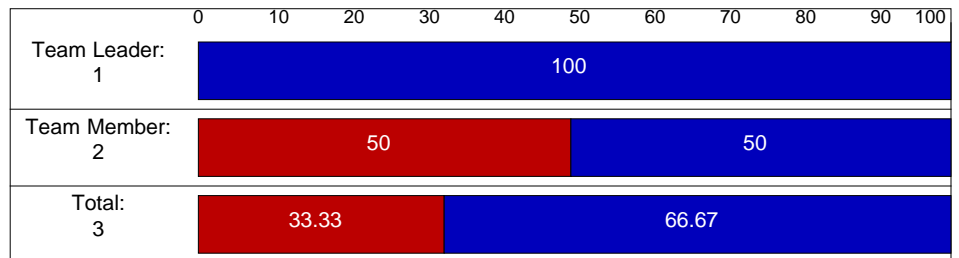
1. Team members all participate appropriately. People are not suppressed or ignored, nor do individuals dominate the rest of the group.



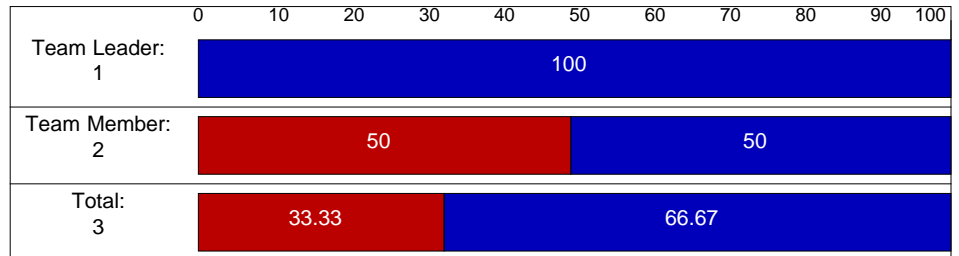
2. The team develops and regularly revisits a set of agreements (values or principles) on how they will behave and interact with one another.



3. The team is aware of its own process (such as covered in this survey), evaluates itself at regular intervals and takes steps as necessary to improve its functioning.



4. The team welcomes new ideas and is willing to try new things. New ideas and ways of thinking are encouraged. Every idea is given a hearing.



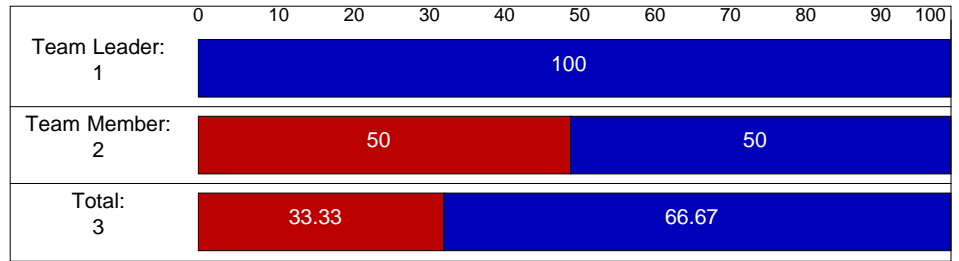
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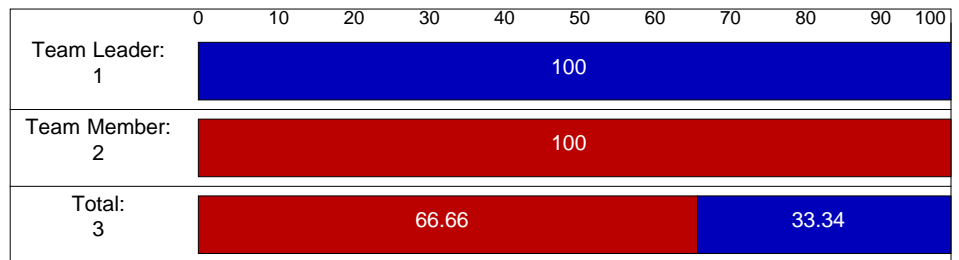
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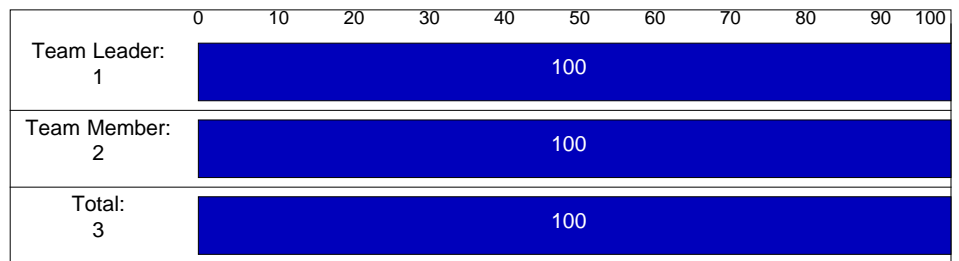
5. Individual development is encouraged and supported in the team.



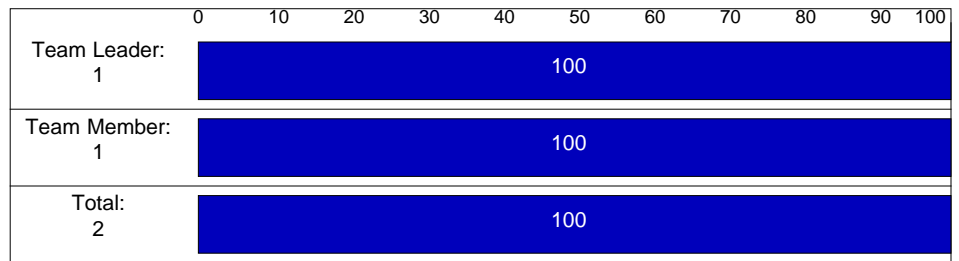
6. Team members share in the leadership tasks.



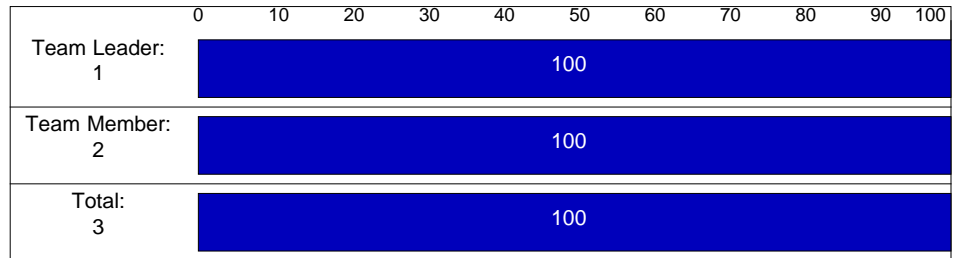
7. The team meeting time is used well, with discussions staying focused on the issues at hand and each item of discussion having a clear conclusion.



8. The team recognizes members individually for their contributions.



9. Information is shared fully and continually among team members.



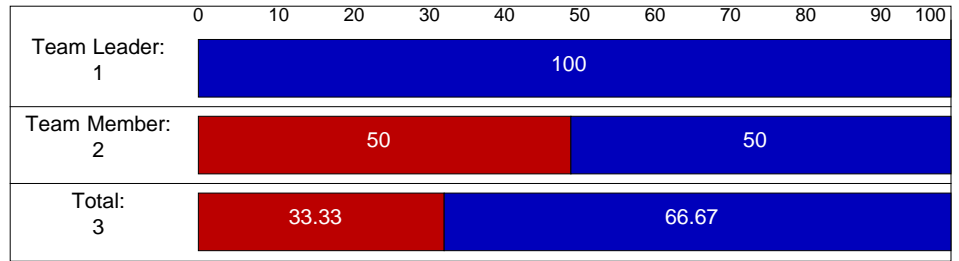
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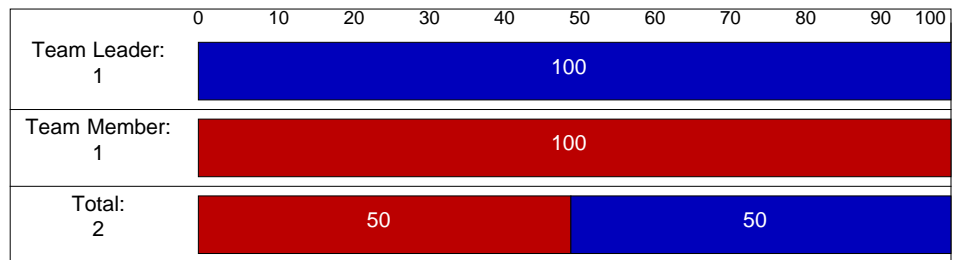
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Date: 7/26/2007

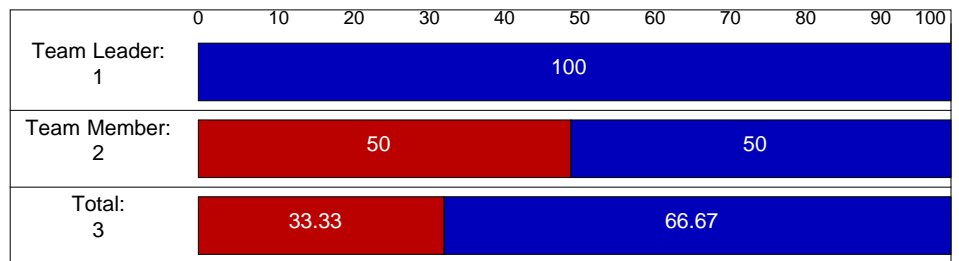
10. The team learns from its successes and failures and shares what it has learned with others in the organization for whom it is useful.



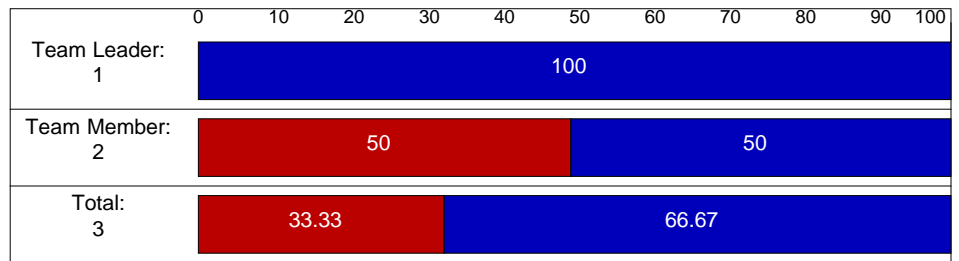
11. I am able to devote the time and energy necessary to get the team's job done and to develop the team itself, including my attending team meetings and training.



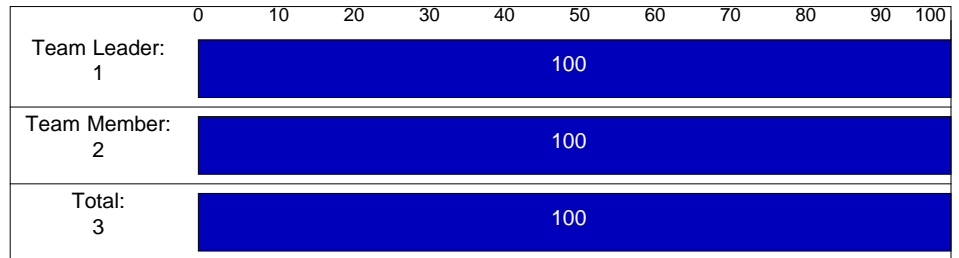
12. I want to devote the time and energy necessary to get the team's job done and to develop the team.



13. There is a "why not" or "we can do it!" attitude in the team. Giving up and excuses are at a minimum. Focus is on how to get the job done.



14. The team celebrates its successes along the way.



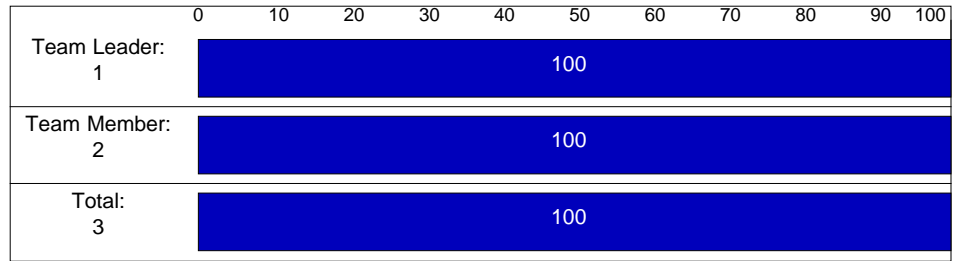
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## Sample Favorable Unfavorable

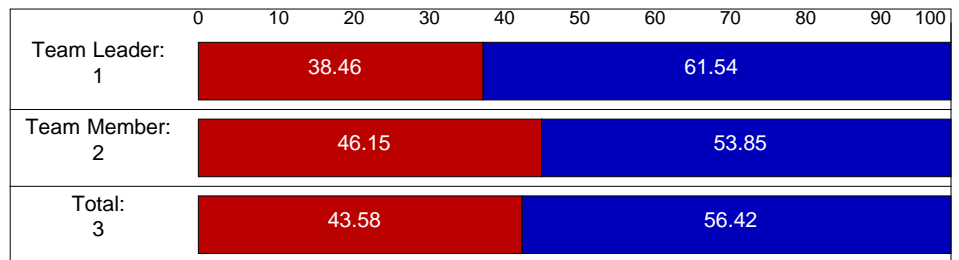
Date: 7/26/2007

15. The team has enough time together to make plans and decisions and have quality discussions.

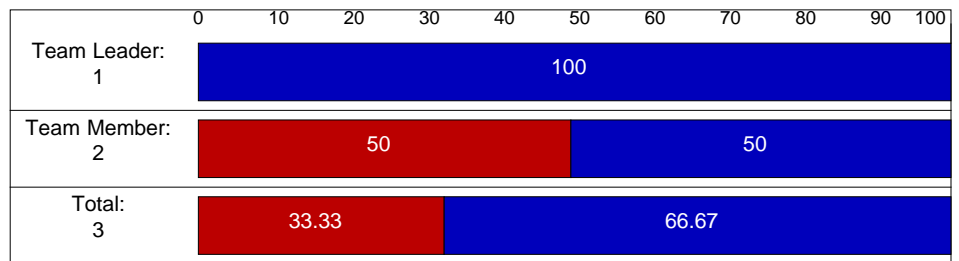


### Relationships

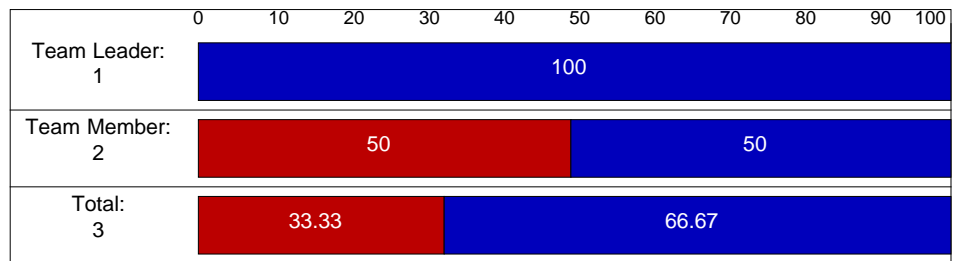
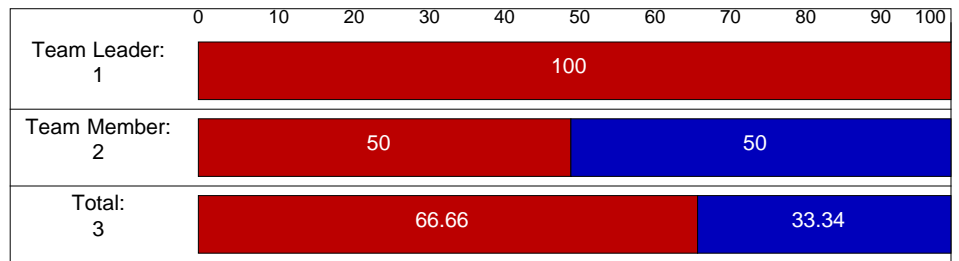
16. Our work together as a team gives me a personal sense of satisfaction and belonging.



17. The atmosphere in team meetings is friendly, relaxed and energetic.



18. Team members express their feelings, as well as share facts.



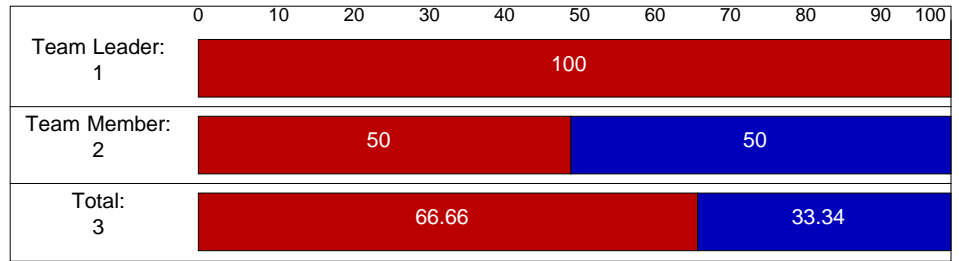
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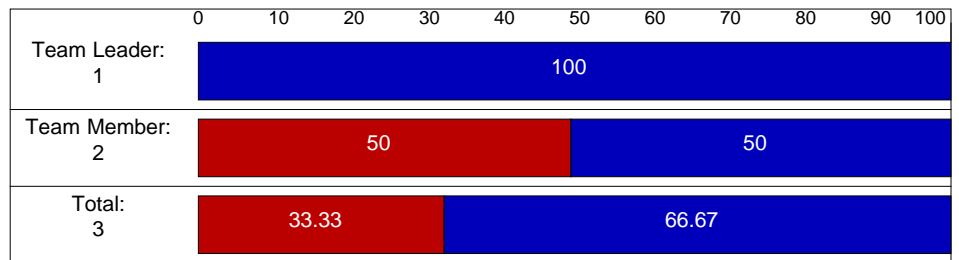
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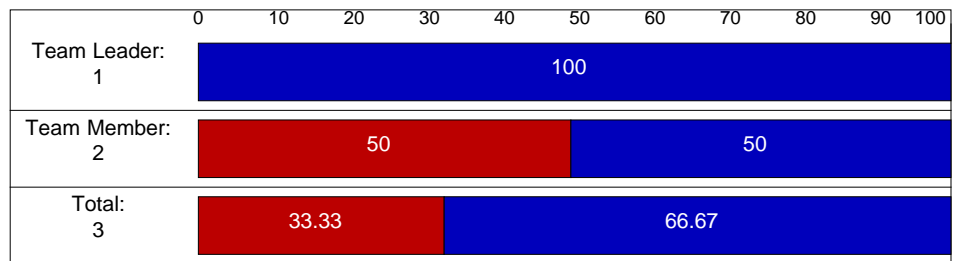
19. When people on the team disagree with something, or perceive a problem within the team, they say so in the group meeting.



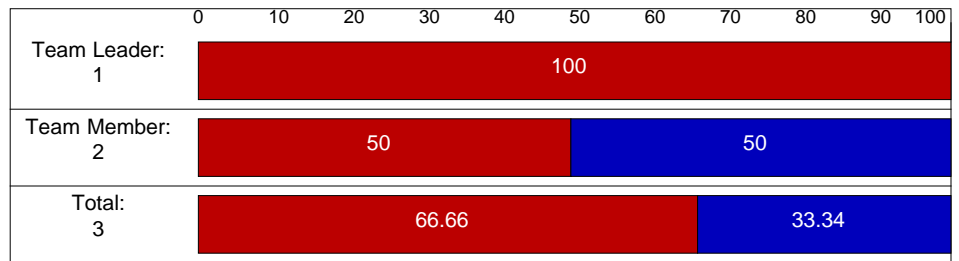
20. Team members are supportive of one another. Focus is on cooperation and helping, not blaming.



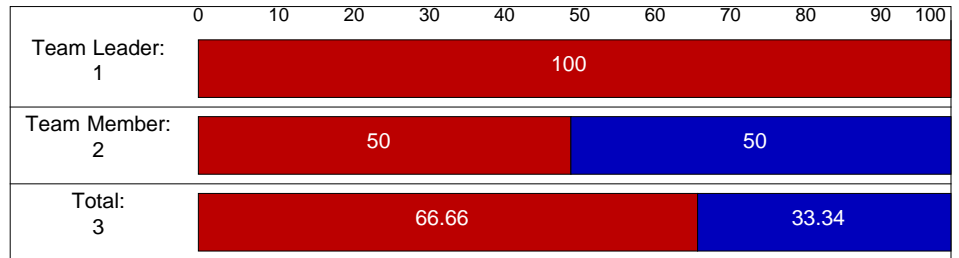
21. Team members treat one another with courtesy and consideration and demonstrate by their behavior that they value each other as people and co-workers.



22. Team members can depend on one another to do what they promise or agree to do.



23. When conflict or other difficulties arise within the team, the team addresses them constructively.



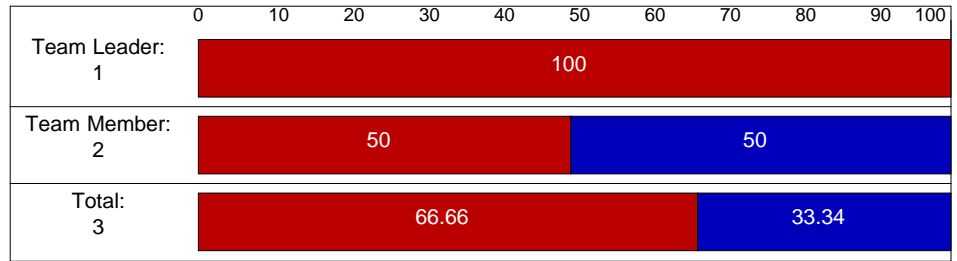
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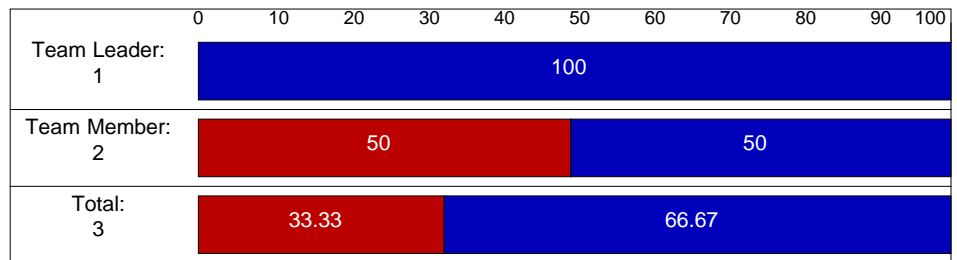
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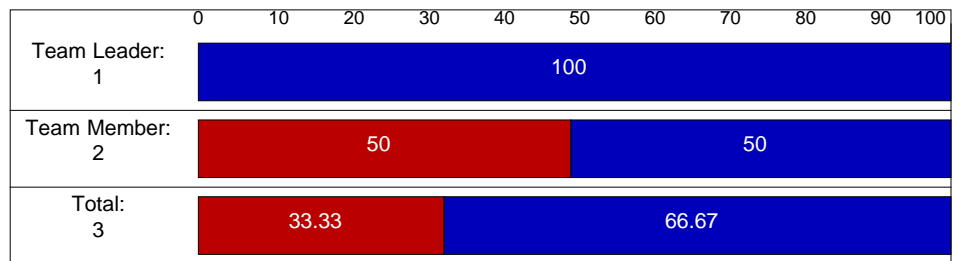
24. Team members are constructive and appropriate in their feedback to each other about each person's individual performance.



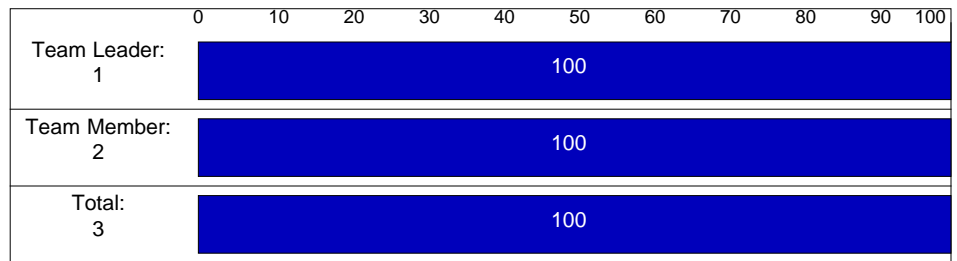
25. Team members are personally, committed to each other's success and well-being. Each one does what he or she can to support the others' individual goals and dreams.



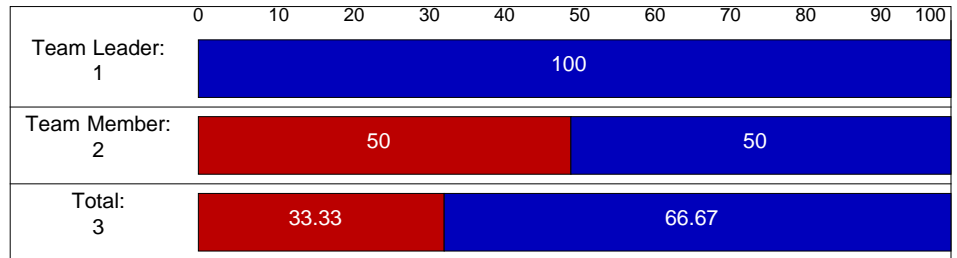
26. Team members are willing to exchange thoughts and opinions with each other about each person's individual performance.



27. Team members feel that it is safe to be honest or vulnerable with one another and to take risks within the team.



28. Team members give constructive feedback to the leader on his or her leadership behaviors and attitudes.



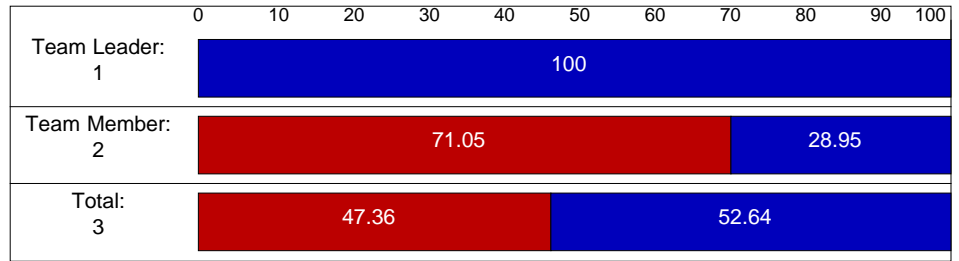
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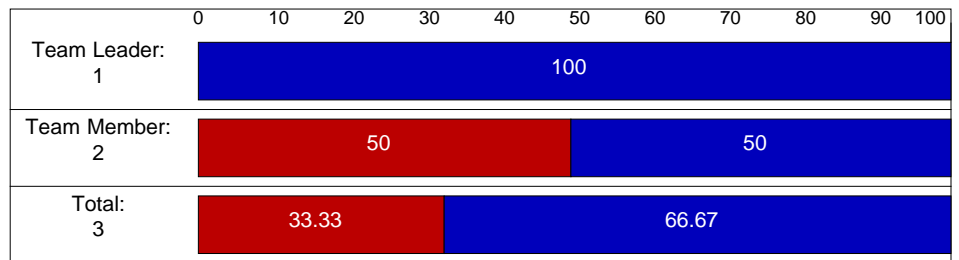
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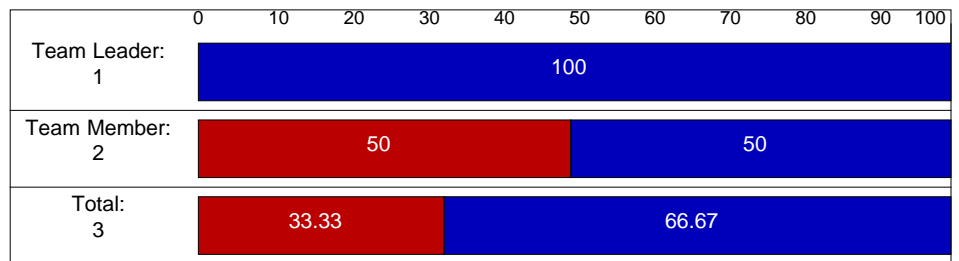
### Work Management



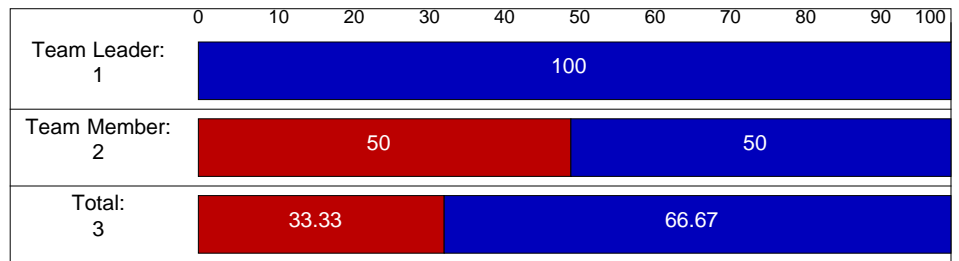
29. The team identifies and follows up on relationships and resources outside the team that are important to get the teams job done.



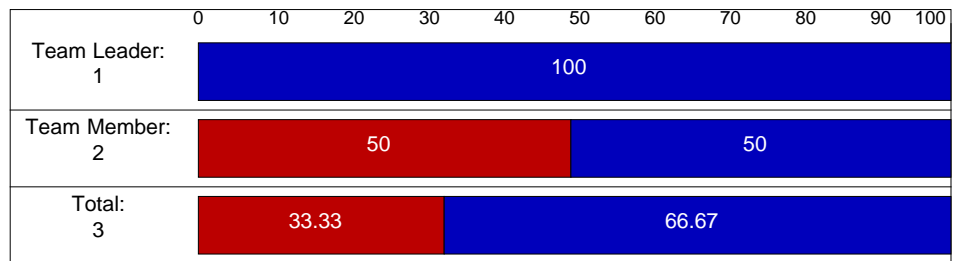
30. I understand what I am expected to contribute to the team.



31. I agree with what I am expected to contribute to the team.



32. The team checks the progress of all its objectives at agreed upon intervals, and determines what action to take, including reevaluating objectives or action plans as needed.



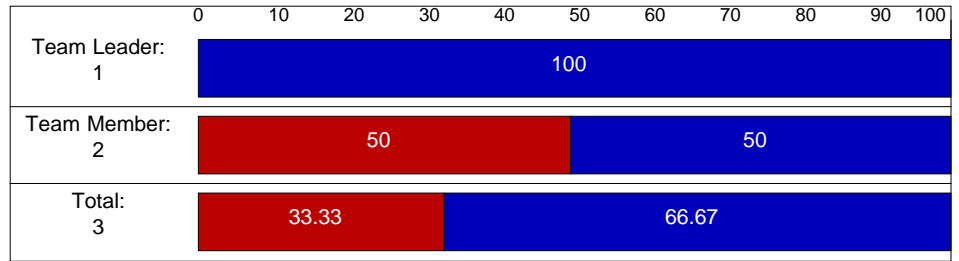
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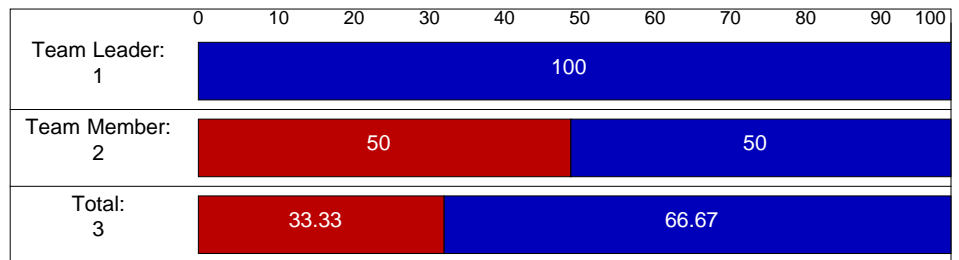
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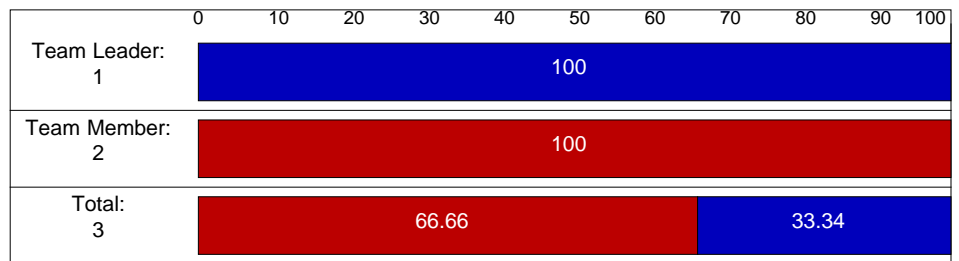
33. The necessary blend of skills to accomplish the team's mission and objectives is present in the team.



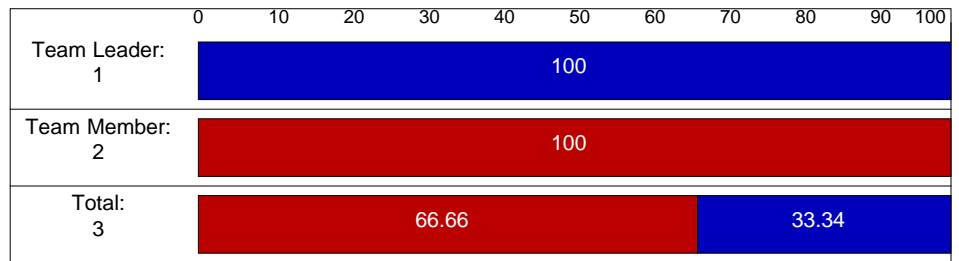
34. Team members have the necessary level of ability within their skill areas to get the job done well.



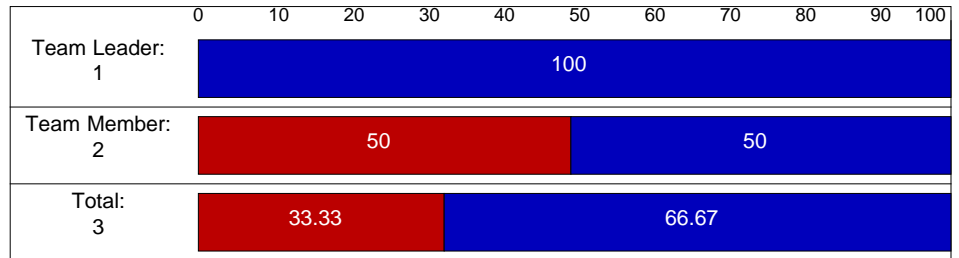
35. I am used effectively based on my skills, competency, interests, availability and developmental needs.



36. Our team sets high standards of performance and accepts nothing less of ourselves.



37. Differences in approaches, opinions or perspectives are viewed as a potential source of valuable input.



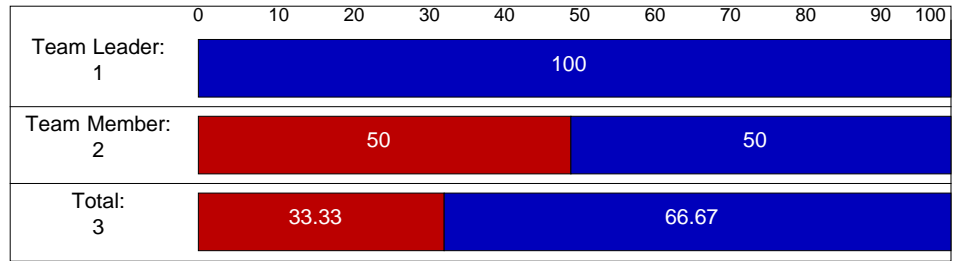
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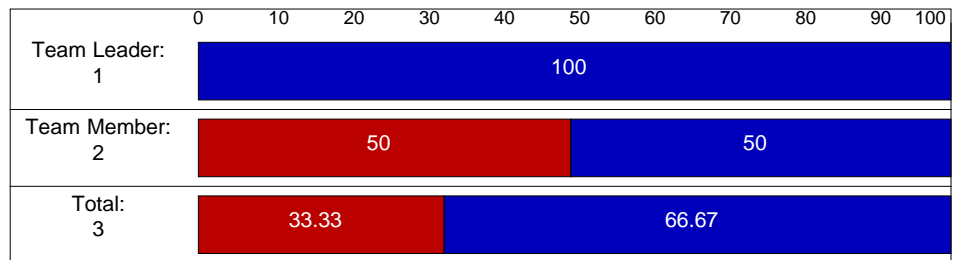
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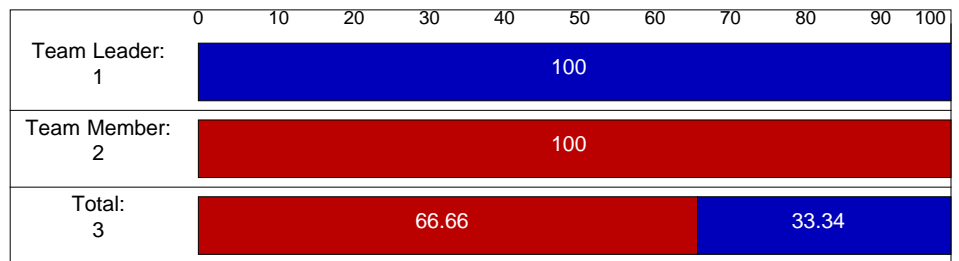
38. Team members are committed to the success of the team as a whole, not just themselves individually. Team members accept responsibility collectively for both team successes and team failures, regardless of their own functional specialty.



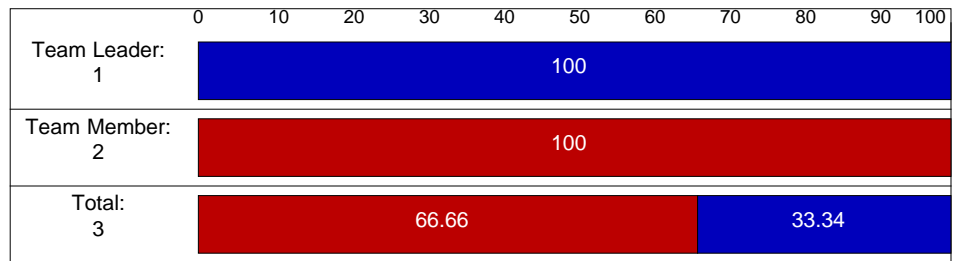
39. The team never loses sight of who its customers are, whether inside or outside the organization, and what they need.



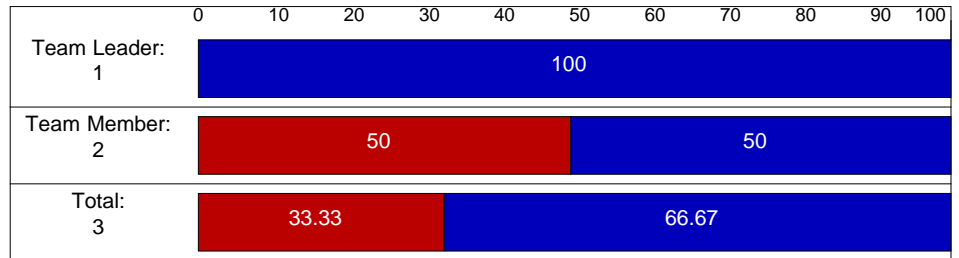
40. The team's objectives (measurable, desired results) are clearly specified and understood by all team members.



41. The team's objectives (measurable, desired results) are determined by consensus of the team.



42. Agreed upon action plans are actually implemented.



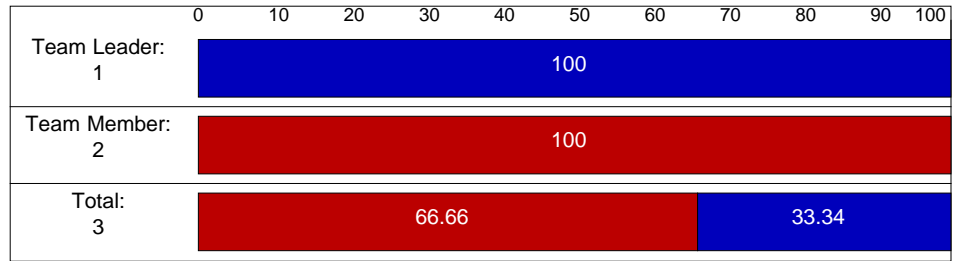
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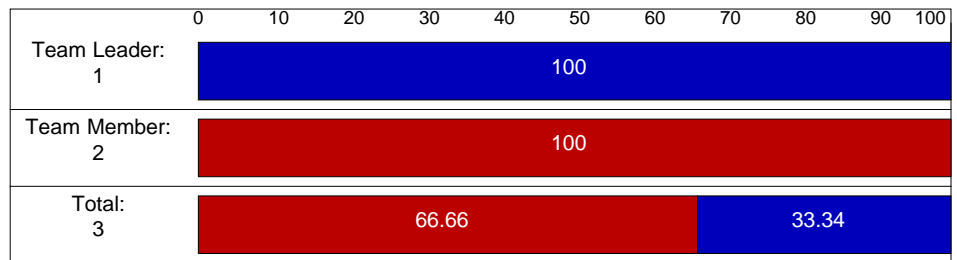
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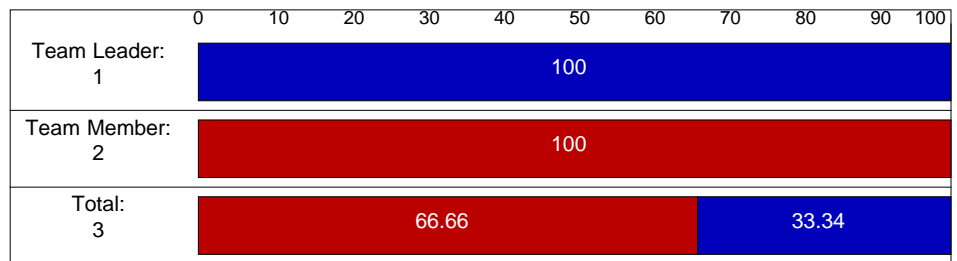
43. Team members get information on how well the team has accomplished its mission and objectives.



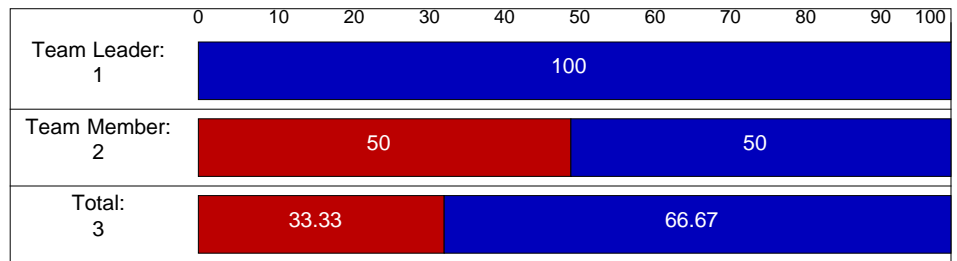
44. The team constructively uses feedback on its performance to improve the team's future performance.



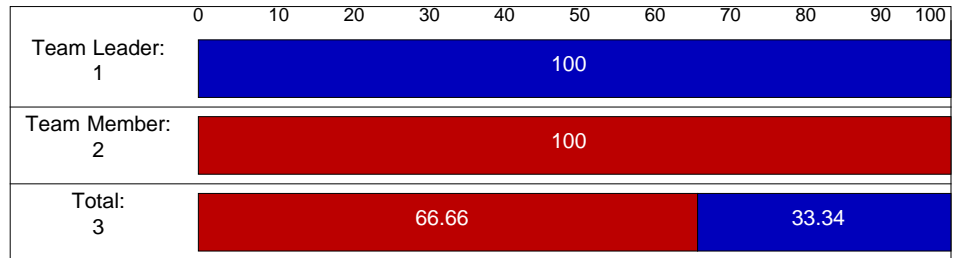
45. There is clear agreement on what will be done, by whom, and by when.



46. Team Members share a clear, common understanding of the team's mission (reason for existence) and how it fits in the total organizational picture.



47. Decisions are by consensus after quality discussion, rather than by voting or authoritarian assignments.



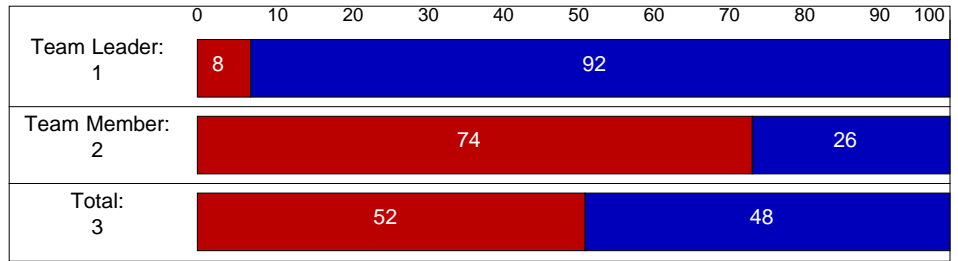
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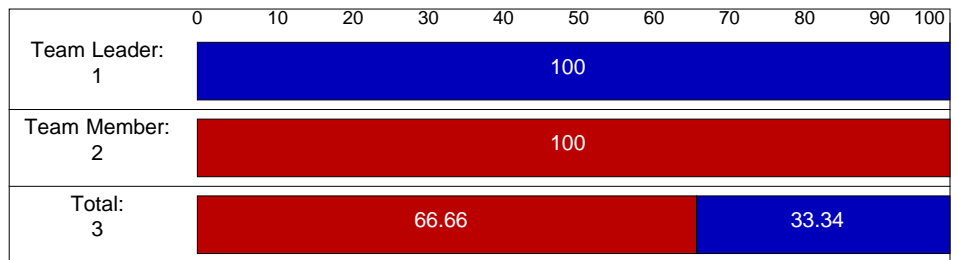
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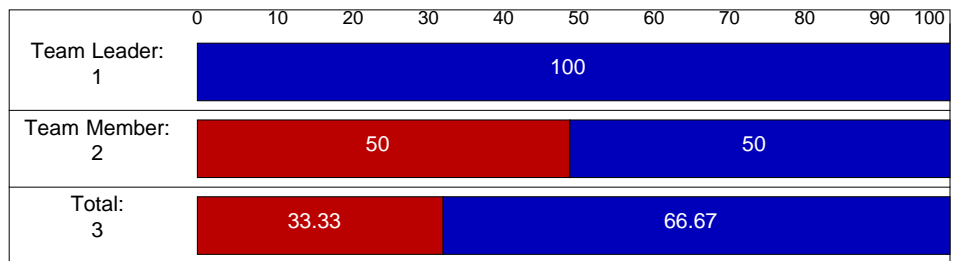
### Leadership



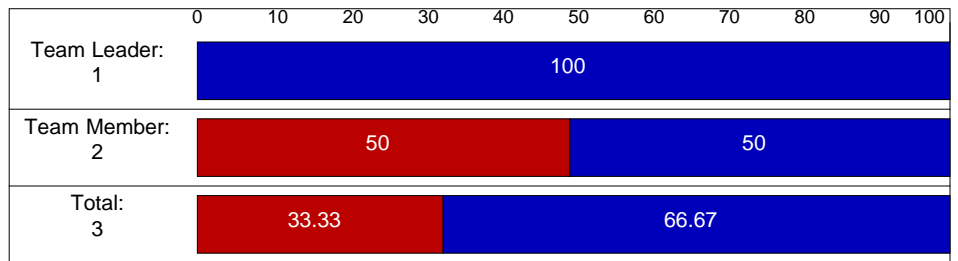
48. The leader helps the team to check its performance on objectives and takes needed action.



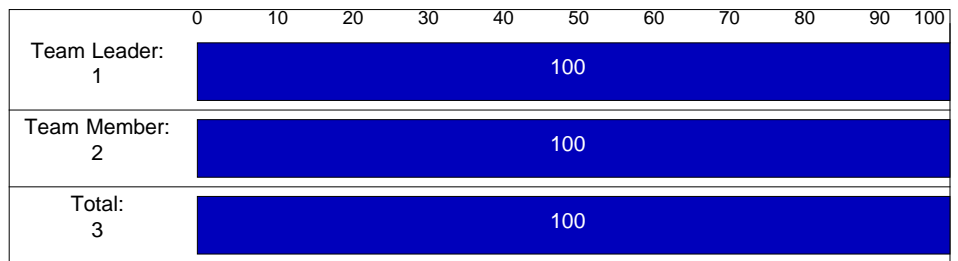
49. The leader encourages celebration of team accomplishments.



50. The leader helps the team focus on what can be learned from all its efforts, both successes and failures.



51. The leader encourages team members to bring their knowledge and experience to bear on team tasks.



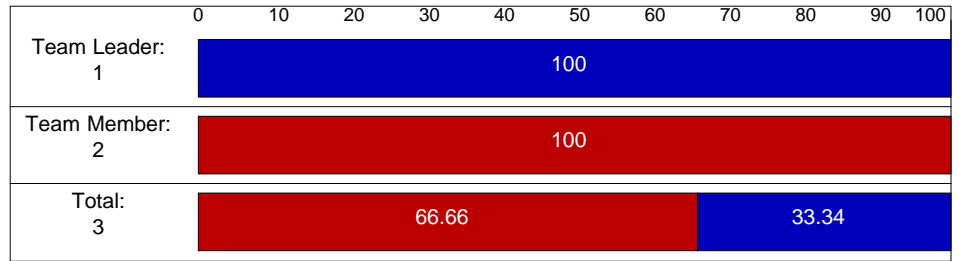
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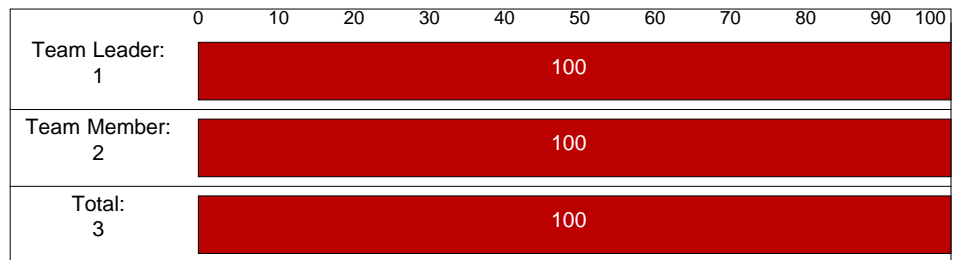
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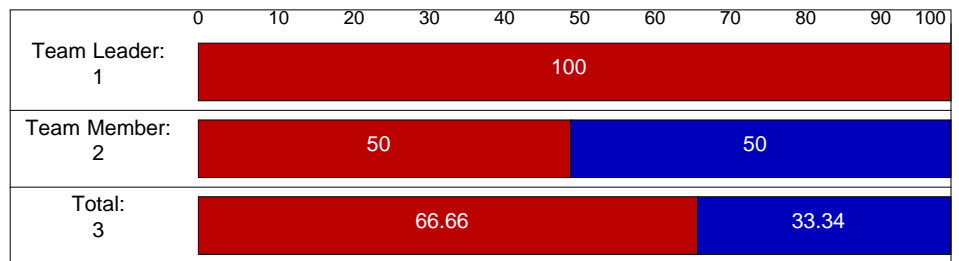
52. The leader is accepting and supportive of others.



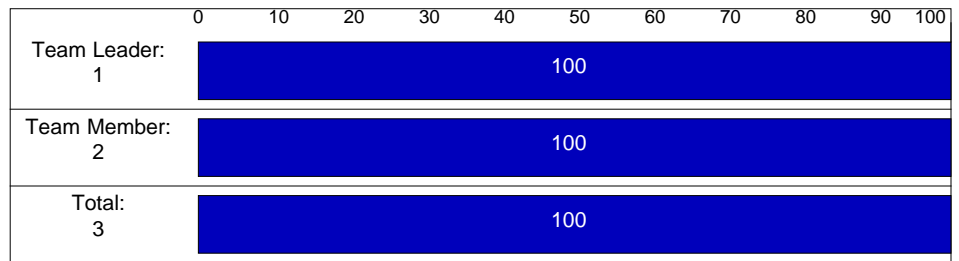
53. The leader encourages team decisions, rather than making decisions for the team.



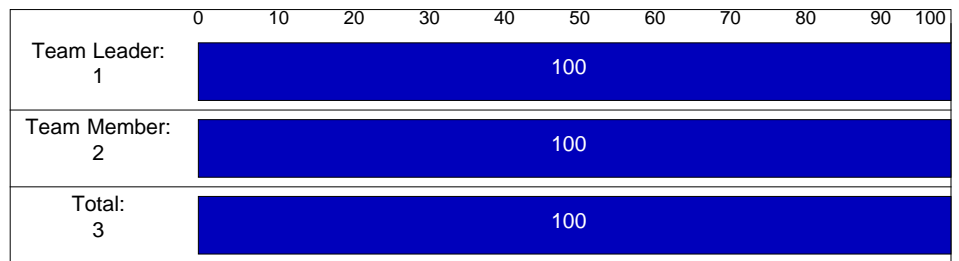
54. The leader encourages recognition of individual team member contributions.



55. The leader is a good listener.



56. The leader helps to get the information that the team needs and shares information freely with the team.



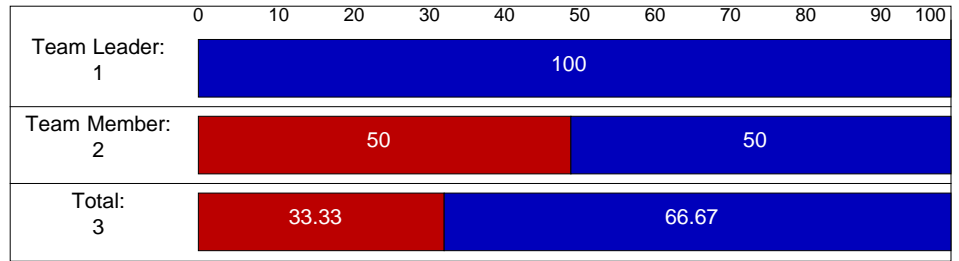
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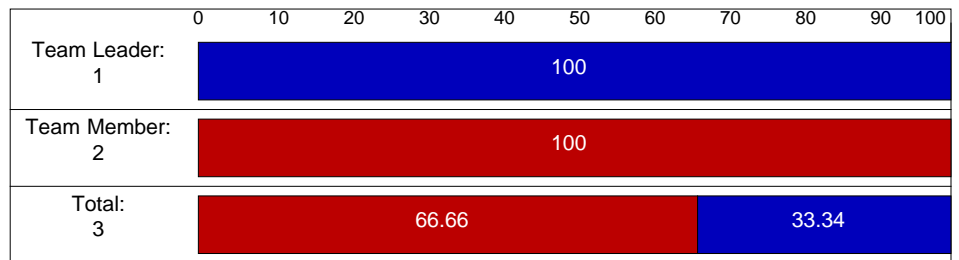
## Sample Favorable Unfavorable

Date: 7/26/2007

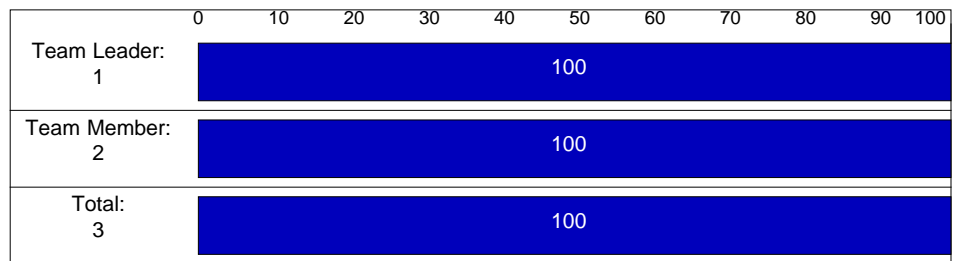
57. The leader adequately represents the team to management and others outside the team.



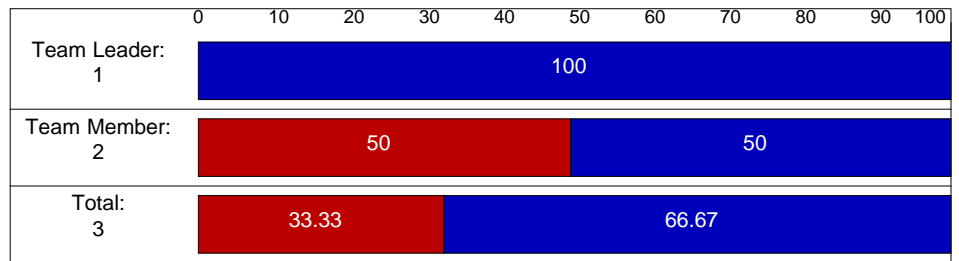
58. The leader facilitates the process so that meeting time is productively used.



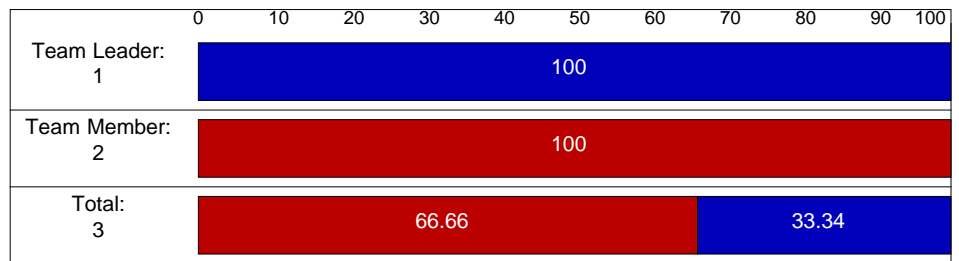
59. The leader facilitates the meeting process so that clear decisions are made and documented.



60. The leader helps the team develop and focus clearly on its objectives.



61. The leader helps the team understand and focus on its reason for existence and fit in the organization.



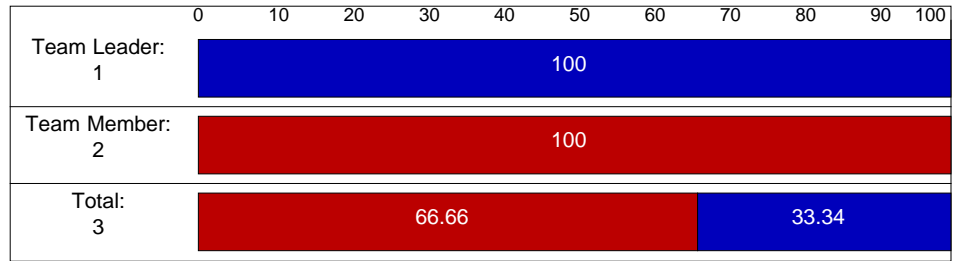
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# TEAMS Survey

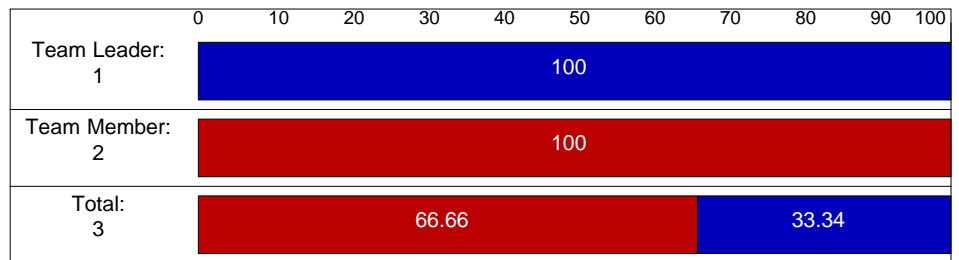
## Sample Favorable Unfavorable

Date: 7/26/2007

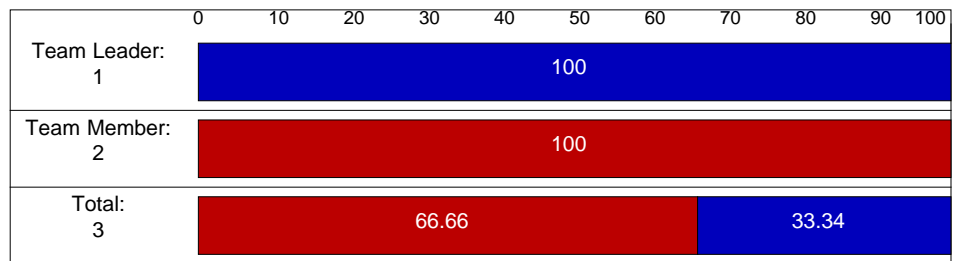
62. The leader helps the team evaluate and take action on the team's needs for resources and relationships outside the team.



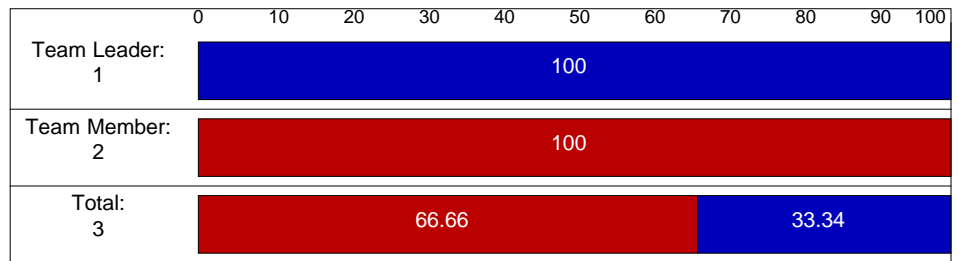
63. The leader is committed to the team.



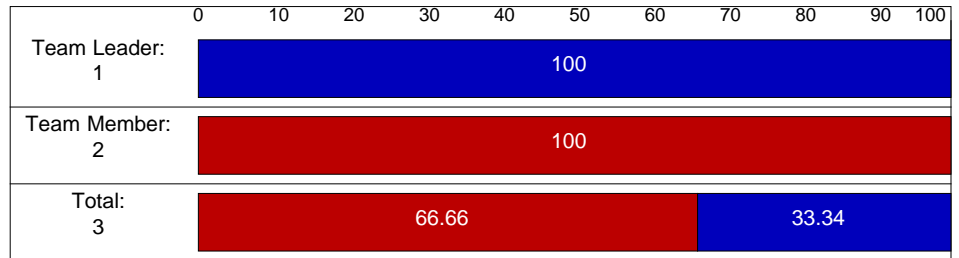
64. The leader actively supports and encourages appropriate, balanced participation.



65. The leader is willing to accept constructive feedback on his or her leadership behaviors and attitudes.



66. The leader is energetic, enthusiastic and enjoys challenges.



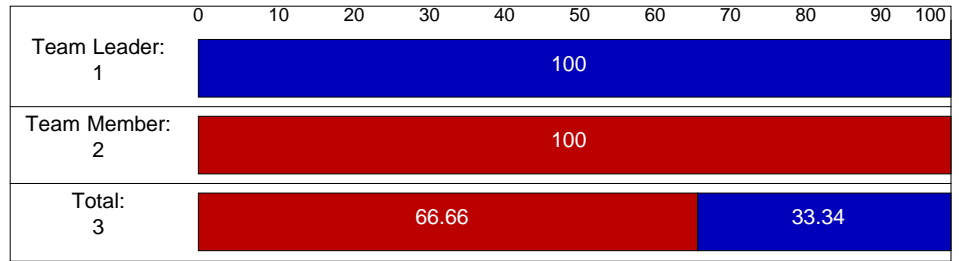
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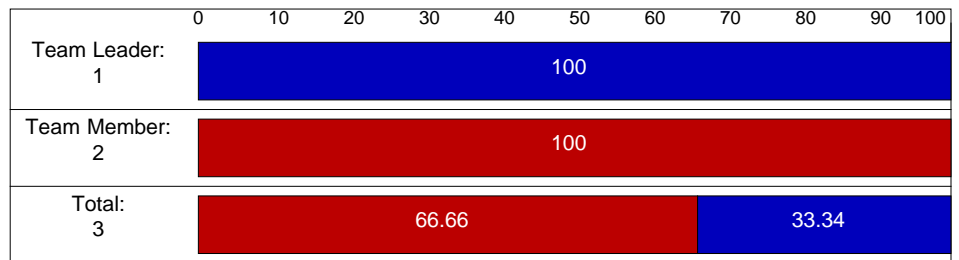
## Sample Favorable Unfavorable

Date: 7/26/2007

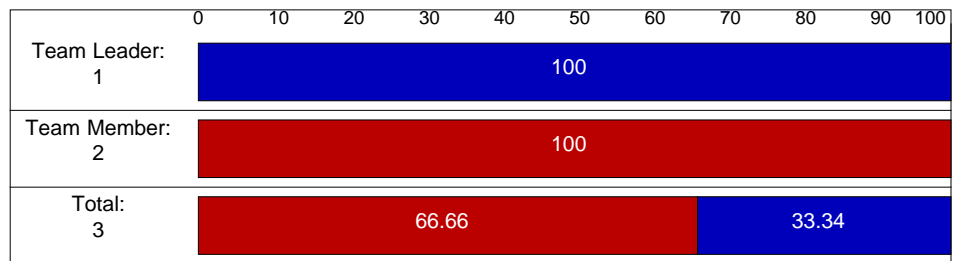
67. The leader actively shares the leadership role with team members.



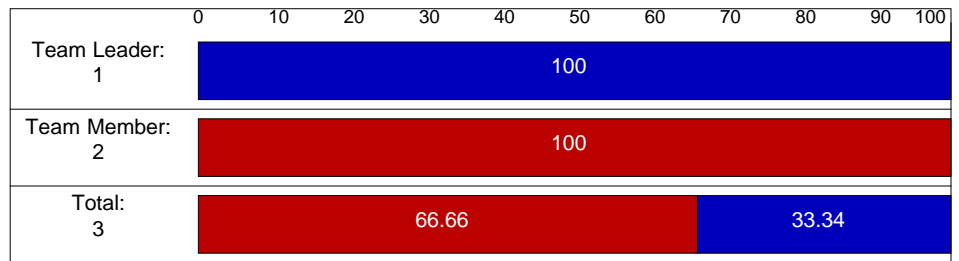
68. The leader is willing to freely admit his or her own errors.



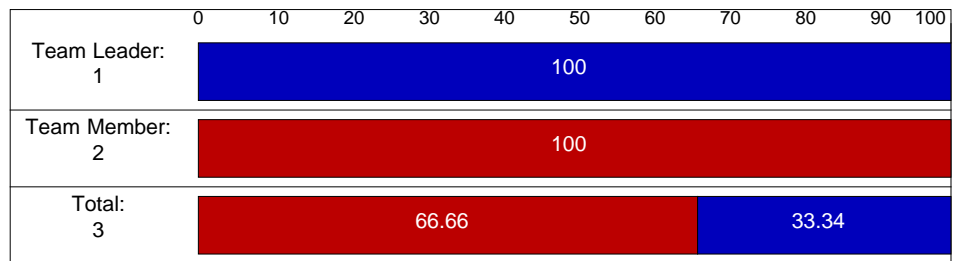
69. The leader supports and helps create developmental opportunities for team members.



70. The leader is a role model for positive, collaborative behavior.



71. The leader is creative (has new and interesting ideas) and encourages this in team members.



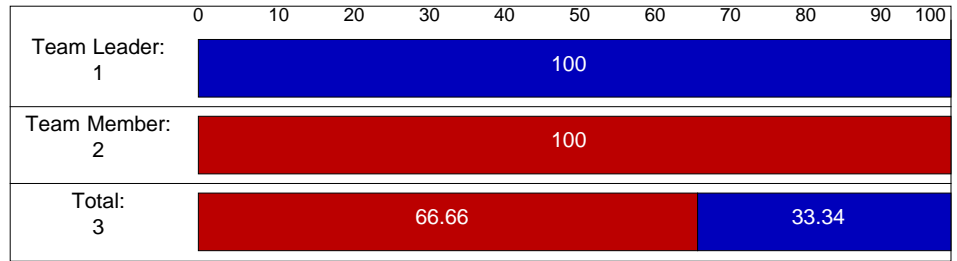
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# TEAMS Survey

## Sample Favorable Unfavorable

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72. The leader makes good use of praise and handles potentially sensitive feedback with care.



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